

**Cinite, I. and Duxbury, L.E. (2007). A new model of organizational members' attitudes toward transformational change. Proceedings of the 9th International Human Resource Conference, Tallinn, Estonia, June 12-15. ISBN: 978-9985-9342**

### **Summary**

The purpose of this study was to identify factors that affect employees' attitudes toward transformational organizational change using a survey which was administered in four public sector organizations in Canada. At the core of this empirical research lies a conceptual model of perceived organizational readiness for change (PORC) (i.e., the extent to which employees believe the organization is ready to implement change successfully) and the resulting employees' attitudes toward this change. The literature also suggests two possible moderators of this relationship: job type (i.e., managers and non-managers) and individual dispositions (i.e., tolerance for ambiguity, locus of control, positive and negative affectivity). We attempted to establish the relative importance of these three factors in forming attitudes toward change.

Managers in this study had significantly more positive attitude toward change than non-managers. They were more likely than non-managers to implement the change in their own work and also spread the change throughout the organization. At the same time, managers were also more likely to be proactive and voice their concerns about the change. In addition, managers scored significantly higher than non-managers on all individual dispositional variables.

Ridge regression analysis showed that overall, both PORC and individual dispositions could predict organizational members' attitudes toward change. However, factors that affect managers' and non-managers' attitudes may slightly differ. Individual dispositions played a more important role in determining the attitude toward change for non-managers while perceptions of organization's readiness for change (particularly leadership at all levels) affected managers' attitudes to a higher degree than non-managers' attitudes. Specifically, those employees in non-managerial positions who were more tolerant of ambiguity, had internal locus of control and higher positive affectivity, held more favourable attitude toward change. The only organizational factor which influenced their attitude was perceived competence of the change agents. For managers, the only personality characteristic that influenced their willingness to implement change and spread it throughout the organization was positive affectivity.

Findings of this research contribute to the change management literature and provide advice to public service organizations with respect to organizational actions that need to be emphasized if the organization wants to influence employees' attitudes toward change. Although personality characteristics, perceptions of organizational actions, and job type cannot fully explain attitudes toward change, they certainly provide an important contribution toward this goal.